

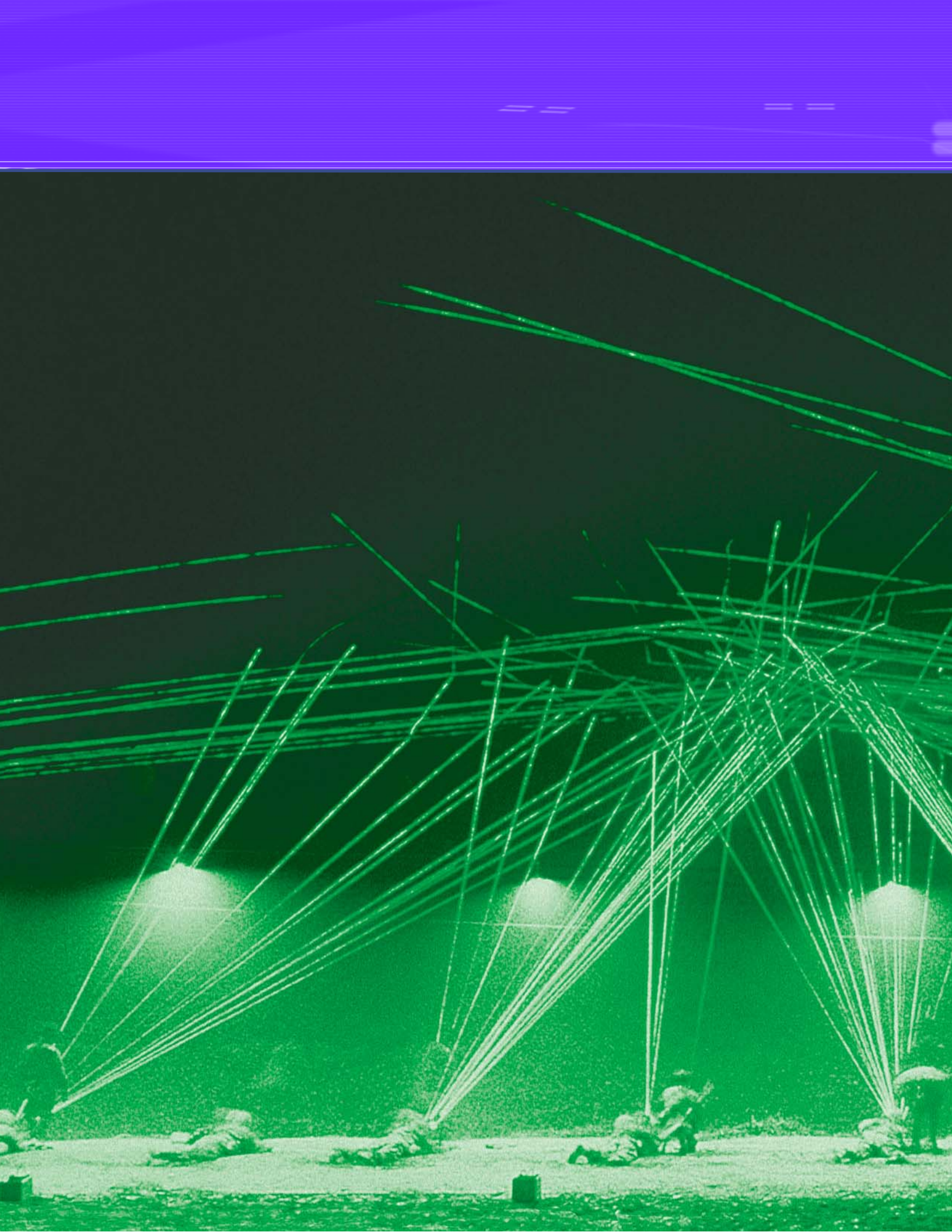
Military Surface Deployment and Distribution Command



Strategic Plan

2004





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COMMANDER'S MESSAGE

We are in the midst of a transformation that affects all facets of our world-wide command, evolving from a traffic management command to a surface deployment and distribution command. This transformation shifts our focus from traffic management to our core competencies of deployment and distribution, delivering capability and sustainment on time. While making this transformation, the military and civilians of this command have continued to answer the call and meet the demands of the global war on terrorism and Operations Enduring Freedom and Iraqi Freedom.

Our new name —Military Surface Deployment and Distribution Command (SDDC)—better reflects our renewed support to the Warfighter and articulates our new mission of global surface deployment and distribution. The Commander, U.S. Transportation Command, endorsed our request to change the command's name, and the Army Chief of Staff approved it. The name was effective 1 January 2004.



In order to outline our strategy and to fulfill our new responsibilities as a surface deployment and distribution command—while continuing to perform our previous mission—we developed this *Strategic Plan 2004*. It identifies and discusses key items we must manage to successfully achieve our goals and execute our mission. The plan focuses on four perspectives—stakeholder, internal processes, learning and growth, and resources—which we discuss along with their respective strategic goals and objectives.

As we continue to transform and posture ourselves for the future, we remain cognizant of our roles and responsibilities in supporting the U.S. Transportation Command's Global Distribution Mission, the Army's transformation strategy, and our ultimate stakeholder, the Warfighters. We are committed to seeking ways to improve our ability to deliver capability and sustainment on time through robust, innovative, and efficient surface distribution solutions. We realize our ultimate worth is measured by how well we enable the Warfighters to successfully execute their mission.



ANN E. DUNWOODY
Major General, USA
Commanding



INTRODUCTION

Our last strategic plan was published in 2002, under our previous command name, the Military Traffic Management Command (MTMC). Since that time, not only has our name changed to the Military Surface Deployment and Distribution Command (SDDC), but the environment in which we operate has altered dramatically. Some perspectives, objectives, measures, and initiatives of *MTMC Strategic Plan 2002* remain the same, but others have been revised or deleted, and new ones have been added, to keep pace with changes in our operating environment.

Our transformation from a traffic management command to a global surface deployment and distribution command serves as the foundation for our *Strategic Plan 2004*. We are refocusing our efforts from traffic management to global surface deployment and distribution in support of the United States Transportation Command's (USTRANSCOM's) new role as the DoD's Global Distribution Process Owner. This plan outlines how we will make our new role as a surface deployment and distribution command a reality. We will concentrate our efforts on providing the greatest return on investment in support of the Warfighters, USTRANSCOM's Global Distribution Mission, and the Army's transformation strategy.

In conjunction with this plan, we have updated our Mission and Vision Statements as well as the competencies consistent with our transformation to SDDC.

"AS WE LOOK FOR WAYS TO
BECOME A MORE EFFICIENT AND
EFFECTIVE ORGANIZATION, WE RE-
MAIN COGNIZANT THAT WE MUST
ALSO ALIGN OUR OBJECTIVES TO
SUPPORT USTRANSCOM AND
ARMY INITIATIVES. "

PROGRESS UNDER STRATEGIC PLAN 2002

In MTMC Strategic Plan 2002, we set forth a plan of action for our objectives, which included metrics against which we could measure our success.

MTMC Strategic Plan 2002 serves as a foundation for SDDC Strategic Plan 2004 in that the new plan builds upon the objectives and metrics of the previous plan. SDDC Strategic Plan 2004 links with the Army's Strategic Readiness System (SRS) and institutionalizes and standardizes our metrics. As we look for ways to become a more efficient and effective organization, we remain cognizant that we must also align our objectives to support USTRANSCOM and Army initiatives.





MISSION and VISION STATEMENTS

MISSION

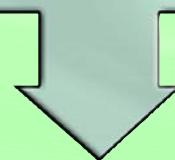
Strategic Plan 2002:
To provide global surface
transportation and traffic
management services to meet
National Security objectives
in peace and war.



Strategic Plan 2004:
Provide global surface
deployment command and control
and distribution operations
to meet National Security
objectives in peace and war.

VISION

Strategic Plan 2002:
Provider of best value,
end-to-end, surface
transportation solutions...
anytime, anyplace, on time...
every time.

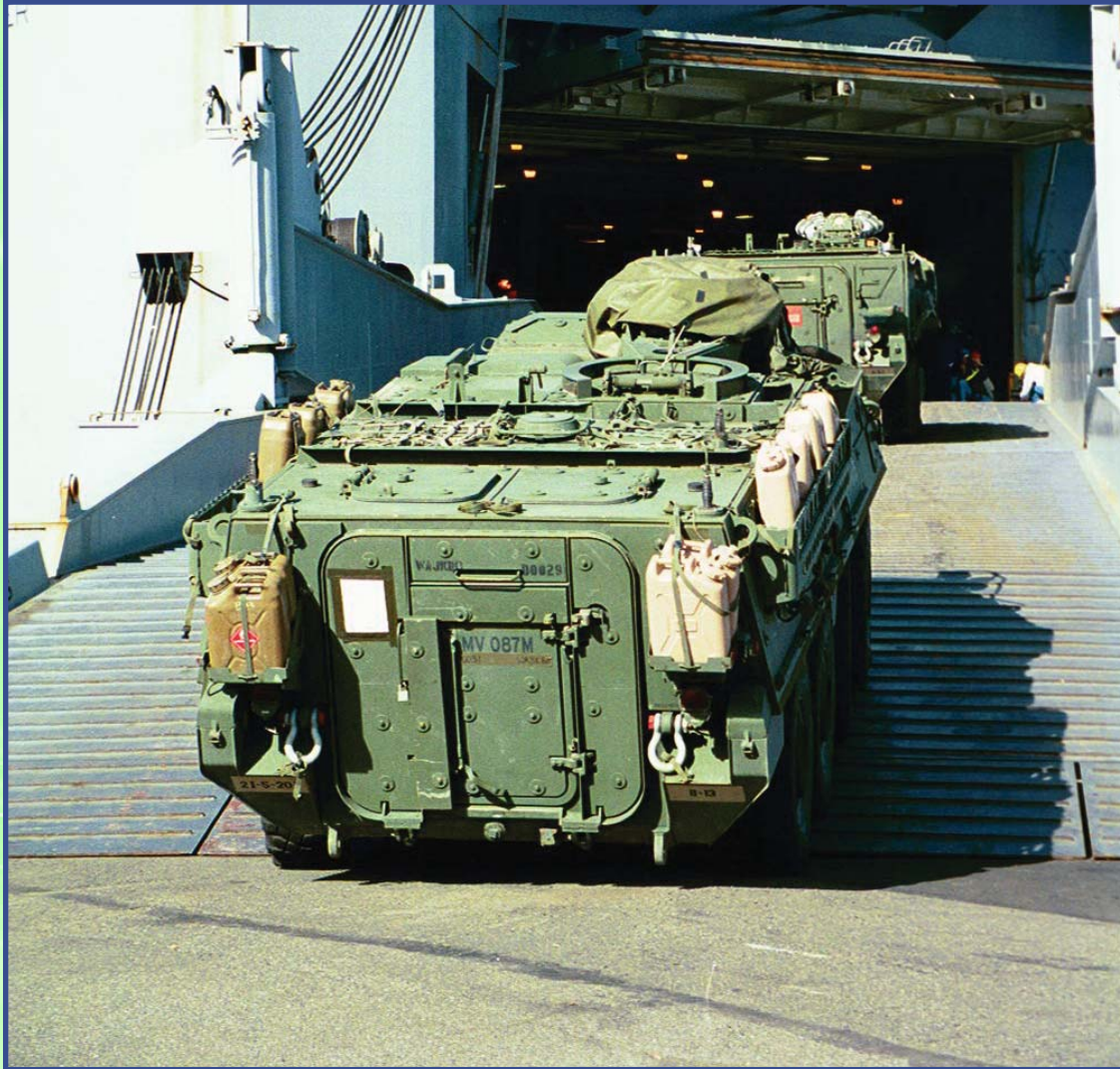


Strategic Plan 2004:
To be the Warfighter's single
surface deployment/distribution
provider for adaptive and flexible
solutions that deliver capability
and sustainment on time.

Distribution...Joint Pub 4.0

Distribution is the operational process of synchronizing all elements of the logistic system to deliver the "right things" to the "right place" at the "right time" to support the Combatant Commanders.

Distribution management is the function of synchronizing and coordinating a complex of networks (physical, communications, information, and resources) and functional components (supply, transportation, maintenance, and logistics management).





CORE COMPETENCY

STRATEGIC PLAN 2002

Surface
Movements

Passenger and Personal
Property Movements

Deployment
Engineering

STRATEGIC PLAN 2004

Surface Deployment
Command and Control
and Distribution Operations

STAKEHOLDERS and STRATEGIC PARTNERS

The Warfighters are our stakeholders and our customers. They are the recipients of our goods and services and our capability to provide these goods and services directly affects our ability to provide the Warfighters the world-class service they need and deserve. We also provide goods and services to our many strategic partners (see below), whose goal—and ours—is supporting the Warfighters. We value all our working relationships, but we focus on providing unmatched deployment and distribution support to Warfighters and their families in both peace and war.

SDDC STAKEHOLDERS

Customers

Warfighters

Strategic Partners

USTRANSCOM

JCS/OSD

Services

AAFES

NEXCOM

DECA

DLA

DCMA

GSA

Industry partners



STRATEGIC TERMS

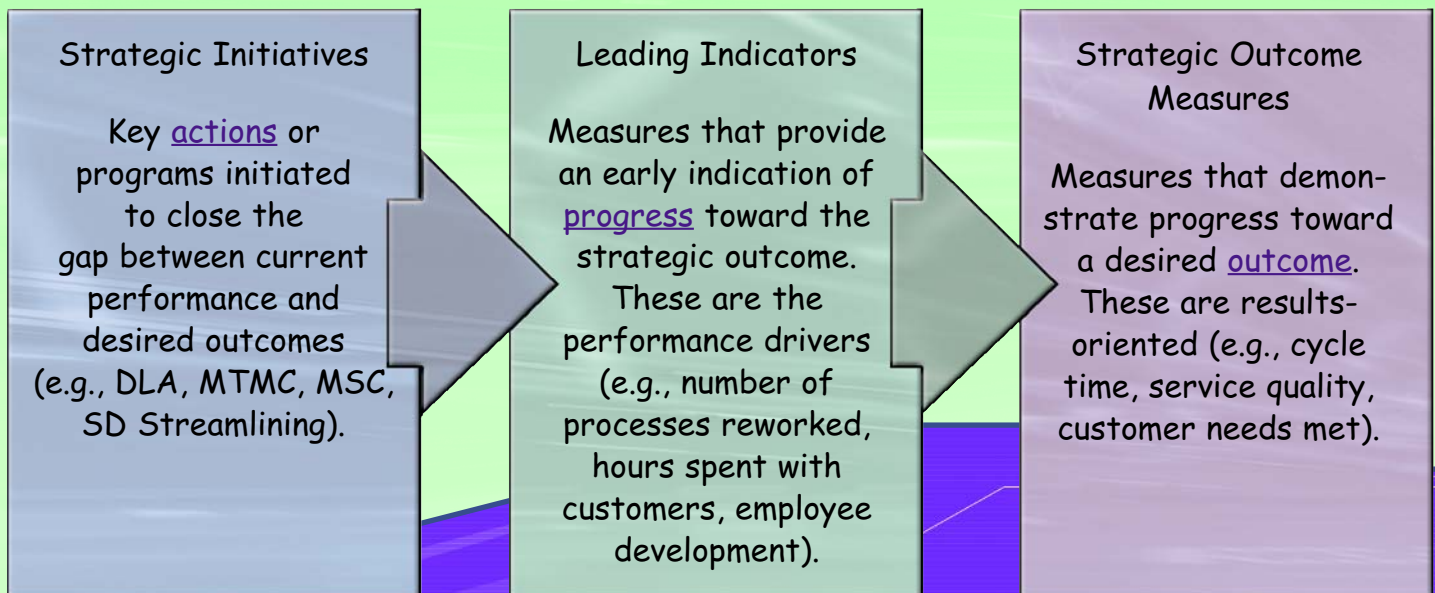
Perspectives are specific focal points toward which an organization directs efforts.

Goals guide an organization's efforts toward supporting its perspectives.

Objectives focus on specific actions within the perspectives, and are linked to one another by cause-and-effect relationships.

Measures communicate the outcome of an objective—they are how an organization gauges progress.

Initiatives are actions an organization takes to achieve objectives and goals.



" OUR VISION:

TO BE THE WARFIGHTER'S
SINGLE SURFACE DEPLOYMENT/
DISTRIBUTION PROVIDER. "

STRATEGIC PLANNING

To help us achieve our vision, we will focus our strategic planning efforts on the following perspectives:

STAKEHOLDER

Providing world-class service and support to our customer, the Warfighter, through collaboration with our strategic partners

INTERNAL PROCESSES

Performing key processes within the organization to meet the Warfighter's needs

LEARNING AND GROWTH

Developing people, tools, and an environment that will enable our organization to learn and improve

RESOURCES

Securing the resources required to achieve organizational goals and operations that meet our stakeholder's needs.

Each perspective has a strategic goal supported by related objectives. By managing and meeting these objectives, we will achieve our vision: "To be the Warfighter's single surface deployment/distribution provider."



STAKEHOLDER PERSPECTIVE

GOAL:

Fulfill Warfighter needs by employing innovative, customer-focused, best-value integrated services.

INTENT:

Our stakeholders are the Warfighters and their families. To enable us to meet their needs, we rely on our industry partners as an integral part of our surface deployment and distribution team.

We achieve our objective of providing surface deployment command and control and distribution operations by giving our stakeholders a full range of user-friendly, one-stop, single-entry, end-to-end, dependable solutions, fully supported by automation.

We endeavor to give our stakeholders 100 percent satisfaction. We deliver the full spectrum of surface distribution services—everywhere—with enthusiasm, diligence, dispatch, and excellence. We meet established delivery dates, places, and conditions and provide accurate and timely information. We deploy forces via surface modes to meet the requirements of our customers—the Warfighters. We, along with our industry partners, strive to continually provide our stakeholders with the services they need using the best people with the best education, training, and technology.



We continuously assess our deployment and distribution services. We constantly communicate and collaborate with our stakeholders. We steadily improve the quality, scope, and spectrum of services offered and delivered to the Warfighters. We repeatedly challenge ourselves to do more for our stakeholders and to take responsibility for our actions.

OBJECTIVES:

Provide 100% TAV and ITV: Enable SDDC and its stakeholders to see the location and status of all assets in the end-to-end distribution system.

Provide On-Time Delivery: Ensure that Warfighters receive shipments when promised.

Deliver Capability and Sustainment: Deliver capability, not just equipment.

Deploy and Conduct Force Protection: Serve as the Warfighters' single source for deployment and distribution services and provide training and equipment to ensure survivability of SDDC personnel and assets as they support the Warfighters.

Champion and Office of Primary Responsibility: Operations (SDG3)



INTERNAL PROCESSES PERSPECTIVE

GOAL:

A refined management culture with capabilities that embrace a proactive, analytical approach to global deployment command and control and distribution operations, and deliver capabilities in support of National Military Strategy.

INTENT:

We target key organizational processes that must be improved to enhance our ability to meet Warfighter needs. We focus on executing, reviewing, and assessing how we do business, identifying areas in which we can improve, and leveraging commercial practices to increase organizational efficiency.





OBJECTIVES:

Trained and Ready Organizations: Ensure ready organizations with trained leaders, personnel, and resources (e.g., funding, personnel, equipment, etc.) capable of supporting National Military Strategy.

Conduct Deployment Engineering: Provide deployment engineering solutions, policy guidance, research, analytical expertise, and tools to support the Warfighter.

Sustain a Trained and Professionally Developed Workforce: Enhance organizational performance by developing people to ensure retention of a competent, motivated, and committed workforce.

Force Protection: Minimize threats to SDDC personnel, assets, and cargo through robust force protection processes and procedures.

Equip Our Units: Identify, define, and prioritize equipping needs that must be resourced to enable current and future missions.

Obtain Stakeholder Feedback: Determine whether our stakeholders perceive that our deployment/distribution services provide them with best value.

Champion and Office of Primary Responsibility: Command Transformation Integration Office (SDTI)





LEARNING AND GROWTH PERSPECTIVE

GOAL:

The right people, at the right place, at the right time, with the right tools within the right environment.

INTENT:

We recruit, train, and retain a workforce that is skilled, empowered, and able to achieve the organizational goals required to provide world-class support to the Warfighters. We realize this type of workforce by providing leadership, challenging work assignments, state-of-the-art technology, and training that allow us to grow trained, knowledgeable professionals who are able to effectively operate in any environment in which we must operate.

OBJECTIVES:

Develop Optimal, Effective Tools and Solutions: Achieve a common understanding of requirements, constraints, and available technological and contractual tools to enable us to provide effective stakeholder-accepted solutions.

Develop and Recruit a Workforce with the Highest Level of Expertise and Knowledge: Attract and retain a premier workforce with the right skill sets, designed to provide optimal service support that produces results for the Warfighter.

Champion and Office of Primary Responsibility: Personnel & Logistics (SDG1/4)



RESOURCES PERSPECTIVE

GOAL:

Secure and execute resources to develop an organization that supports the Warfighter while effectively managing costs and maximizing benefits in the most efficient manner.

INTENT:

We develop an efficient, effective, and relevant organization by securing all necessary resources—fiscal, equipment, and enablers—and using them prudently. We involve staff proponents in planning, programming, and budgeting to ensure consensus on command requirements and their prioritization. We continually review and assess performance to ensure we meet our cost management goals and maximize benefits.

OBJECTIVES:

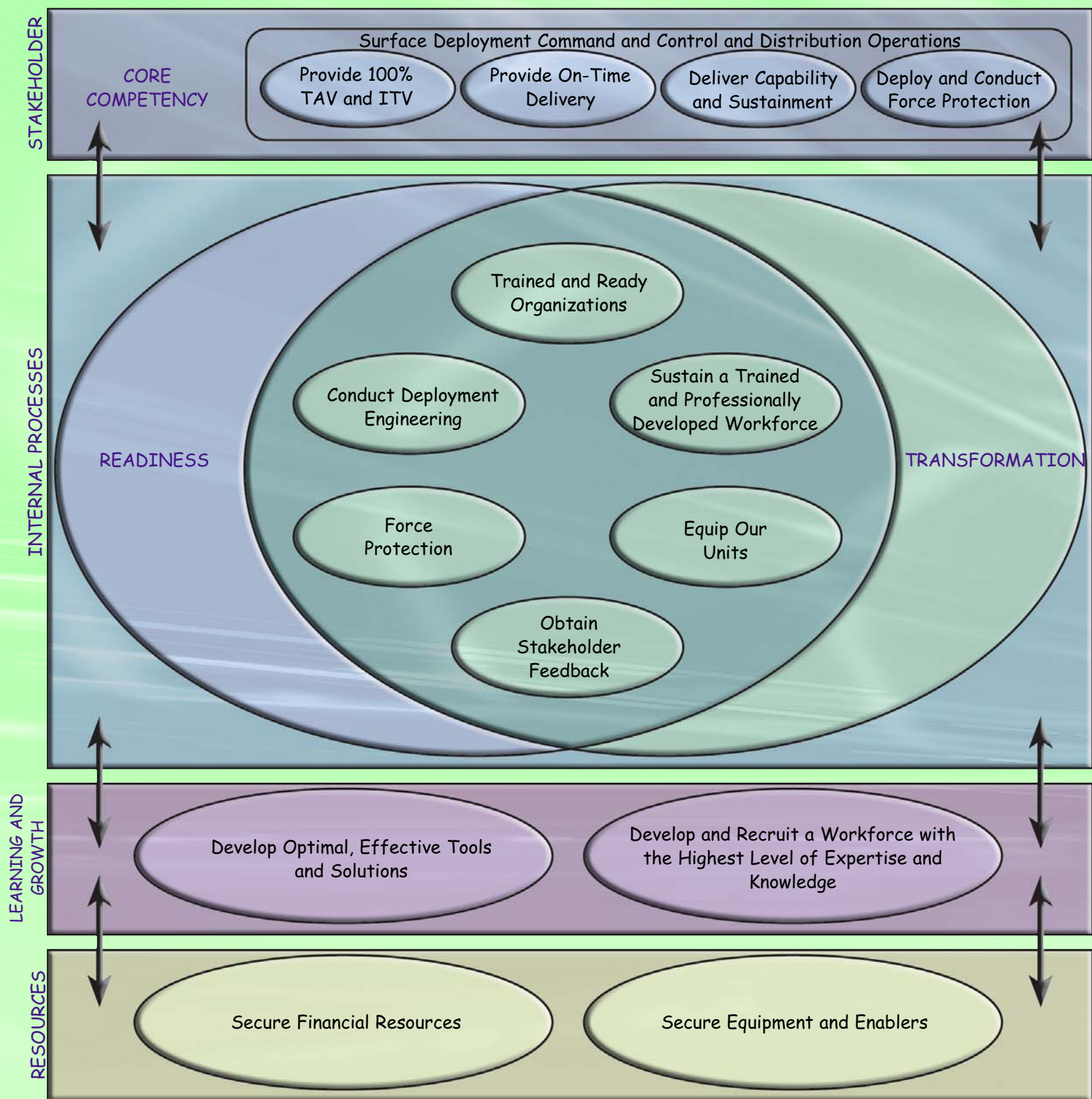
Secure Financial Resources: Forecast requirements, plan and analyze programs, and define budget objectives to enable the command to obtain financial resources, better manage costs, and predict revenue.

Secure Equipment and Enablers: Forecast requirements, plan and analyze programs, and program requirements to enable the command to obtain equipment and enablers.

Champion and Office of Primary Responsibility: Resource Management (SDG8)

SDDC MISSION MAP

"Provide global surface deployment command and control and distribution operations to meet National Security objectives in peace and war"





CONCLUSION

The initiatives and improvements we have implemented over the last few years have made us a more efficient, effective organization, better focused to serve our customer, the Warfighter. However, we can do more to provide the Warfighter the best surface deployment and distribution services:

- We must continue our efforts to fully support USTRANSCOM's role as DoD's Global Distribution Process Owner and execute our campaign plan to become the premier manager for global surface distribution.
- We must remain vigilant of our requirement to support the Army Vision—People, Current Readiness, and Future Forces.
- We must maintain the synergy of our strategic plan and the Army SRS.
- We must continue to assess our internal processes and procedures to identify ways in which we can improve our efficiency, productivity, effectiveness, and worth to our stakeholders while continuing to manage resource expenditures.
- We must professionally execute our plans and successfully accomplish our tasks to provide our customer, the Warfighter, quality, world-class, end-to-end surface distribution management services in peace and war.

This Strategic Plan 2004 provides the transformation roadmap we will follow to achieve our strategic goals, mission, and vision:

"THE WARFIGHTER'S SINGLE SURFACE DEPLOYMENT/DISTRIBUTION PROVIDER FOR ADAPTIVE AND FLEXIBLE SOLUTIONS THAT DELIVER CAPABILITY AND SUSTAINMENT ON TIME."



UNIT LOCATIONS

HEADQUARTERS

Alexandria, VA

OPERATIONS CENTER

Fort Eustis, VA

MAJOR SUBORDINATE COMMANDS

Transportation Engineering Agency (TEA),
Newport News, VA

597th Transportation Group (Terminal),
Military Ocean Terminal, Sunny Point
(MOTSU), Southport, NC

598th Transportation Group (Terminal),
Rotterdam, Netherlands

599th Transportation Group (Terminal),
Wheeler Army Airfield, Oahu, HI

CONUS TERMINAL COMMANDS

California

834th Transportation Battalion, Concord

Florida

832nd Transportation Battalion, Jacksonville,
(effective May 2004)

954th Transportation Company,
Cape Canaveral

New Jersey

956th Transportation Company, Fort Monmouth

South Carolina

841st Transportation Battalion, Charleston

Texas

842nd Transportation Battalion, Beaumont

Washington

833rd Transportation Battalion, Seattle

OCONUS TERMINAL COMMANDS, OFFICES, AND DETACHMENTS

Azores (Portugal)

Azores Detachment, Lajes Field,
Terceira Island

Bahrain

831st Transportation Battalion, Manama

Germany

950th Transportation Company, Bremerhaven

Rhine River Detachment, Mannheim

SDDC Personal Property Office—Europe,
Stuttgart

Contract Support Office, Bremerhaven



OCONUS TERMINAL COMMANDS, OFFICES, AND DETACHMENTS (CON'T.)

Greece

953rd Transportation Company, Piraeus

Guam

SDDC Field Office-Guam

Italy

839th Transportation Battalion, Livorno

Japan

835th Transportation Battalion, Naha, Okinawa

836th Transportation Battalion, Yokohama

Ocean Cargo Clearance Authority—Pacific,
Yokohama

Universal Service Contract Quality Assurance
Office—Yokohama

Kuwait

Kuwait Detachment, Kuwait City

Puerto Rico

Contract Support Office—
Puerto Rico, Guaynabo

Qatar

Qatar Detachment, Doha

Saudi Arabia

Saudi Arabia Detachment, Dhahran

South Korea

837th Transportation Battalion, Pusan

The Netherlands

838th Transportation Battalion, Rotterdam

Ocean Cargo Clearance Office—North,
Rotterdam

Turkey

840th Transportation Battalion, Izmir

United Kingdom

951st Transportation Company, Ipswich





RESERVE UNITS

Alabama

1184th Transportation Terminal Battalion,
Mobile

California

502nd Transportation Detachment
(Contract Supervision), Sherman Oaks
900th Transportation Detachment
(Cargo Documentation), Sherman Oaks
639th Transportation Detachment
(Automated Cargo Documentation), Vallejo
1394th Deployment Support Brigade,
Oceanside/Camp Pendleton
1397th Transportation Terminal Brigade,
Vallejo
6632nd Port Security Company, Vallejo

Connecticut

1205th Transportation Railway Operating
Battalion, Middletown

Delaware

421st Transportation Detachment
(Contract Supervision), Dover

Florida

1186th Transportation Terminal Brigade,
Jacksonville
1156th Transportation Detachment
(Contract Supervision),
Daytona Beach

Florida (con't)

194th Transportation Detachment
(Contract Supervision), Daytona Beach
352nd Transportation Detachment
(Contract Supervision), Jacksonville
1159th Transportation Detachment
(Contract Supervision), Orlando
195th Transportation Detachment
(Contract Supervision), Orlando
76th Transportation Detachment
(Contract Supervision), Orlando
499th Transportation Detachment
(Cargo Documentation), Gainesville
508th Transportation Detachment
(Cargo Documentation), Orlando
509th Transportation Detachment
(Contract Supervision), Panama City
518th Transportation Detachment
(Cargo Documentation), Gainesville
640th Transportation Detachment
(Automated Cargo Documentation), Tampa

Georgia

164th Transportation Detachment (Contract
Supervision), Fort McPherson
388th Transportation Terminal Battalion,
(Cargo Documentation), Decatur
1188th Transportation Terminal Battalion,
Decatur

Illinois

226th Transportation Detachment
(Cargo Documentation), Highland Park
944th Transportation Detachment
(Cargo Documentation), Bartonville

Iowa

4249th Port Security Company, Pocahontas

Kansas

77th Transportation Detachment
(Contract Supervision), Manhattan

Louisiana

1190th Deployment Support Brigade,
Baton Rouge
1192nd Transportation Terminal Brigade,
New Orleans
342nd Transportation Detachment
(Cargo Documentation), Baton Rouge
585th Transportation Detachment
(Cargo Documentation), Fort Polk

Maryland

1176th Transportation Terminal Brigade,
Baltimore
417th Transportation Detachment
(Contract Supervision), Baltimore
468th Transportation Detachment
(Contract Supervision), Fort Meade

200th Transportation Detachment
(Cargo Documentation), Baltimore
202nd Transportation Detachment
(Automated Cargo Documentation), Baltimore

Massachusetts

1173rd Transportation Terminal Battalion,
Brockton

Mississippi

1181st Transportation Terminal Battalion,
Meridian

Missouri

455th Transportation Detachment
(Contract Supervision), St. Louis
526th Transportation Detachment
(Contract Supervision), Springfield
510th Transportation Detachment
(Cargo Documentation), Belton
527th Transportation Detachment
(Cargo Documentation), Belton
530th Transportation Detachment
(Cargo Documentation), Belton

New York

1174th Transportation Terminal Battalion,
Flushing
1179th Deployment Support Brigade,
Fort Hamilton





New York (con't)

1302nd Port Security Company, Orangeburg
139th Transportation Detachment
(Cargo Documentation), Flushing
873rd Transportation Detachment
(Cargo Documentation), Fort Wadsworth

North Carolina

1355th Transportation Railway Operating
Company, Southport
166th Transportation Detachment
(Cargo Documentation), Fort Bragg
394th Transportation Detachment
(Cargo Documentation), Fort Bragg
400th Transportation Detachment
(Cargo Documentation), Fort Bragg
407th Transportation Detachment
(Cargo Documentation), Fort Bragg

Pennsylvania

1185th Transportation Terminal Brigade,
Lancaster

South Carolina

1182nd Transportation Terminal Battalion,
Charleston
1189th Transportation Terminal Brigade,
Charleston
596th Transportation Detachment
(Cargo Documentation), Charleston
630th Transportation Detachment
(Contract Supervision), N. Charleston

Texas

564th Transportation Detachment
(Cargo Documentation), Fort Hood
628th Transportation Detachment
(Cargo Documentation), Fort Hood
369th Transportation Detachment
(Contract Supervision), Houston
614th Transportation Detachment
(Automated Cargo Documentation), Houston

Virginia

408th Transportation Detachment
(Cargo Documentation), Fort Eustis
91st Transportation Detachment
(Cargo Documentation), Fort Eustis
276th Transportation Detachment
(Automated Cargo Documentation),
Fort Story
358th Transportation Detachment
(Automated Cargo Documentation),
Fort Eustis
491st Transportation Detachment
(Automated Cargo Documentation),
Fort Eustis
629th Transportation Detachment
(Automated Cargo Documentation),
Fort Eustis

Washington

1395th Transportation Terminal Brigade,
Seattle

355th Transportation Detachment
(Contract Supervision), Fort Lewis

643rd Transportation Detachment
(Automated Cargo Documentation), Spokane

652nd Transportation Detachment
(Automated Cargo Documentation), Seattle

Wisconsin

343rd Transportation Detachment
(Cargo Documentation), Fort McCoy

REGIONAL STORAGE MANAGEMENT OFFICES (RSMOs)

Central RSMO, Topeka, KS

Northwest RSMO, Fort Monmouth, NJ

Southeast RSMO, Forest Park, GA

Western RSMO, Concord, CA



